

MANAGERIAL GRID - PHASES I AND II

1. Did participation in the Managerial Grid exercises aid you in your managerial problem solving efforts?

Yes. The Phase I and Phase II of the Managerial Grid Course did to a degree add to the writer's knowledge of approaches to problem solving. However, in the writer's opinion, the course was a supplement to other management courses and experiences.

2. Do you believe the Managerial Grid exercises aided other participants in their problem solving efforts?

Yes. It is difficult to evaluate what others have gained from the Managerial Grid Course because each individual's background, formal training, and experience varies. This course may have aided participants or may have only confirmed their present methods. In any case it may be assumed that everyone participating learned something as they would in any formal training course.

3. Have you noted a change in your attitude toward problem solving efforts?

No. The writer feels that his attitudes toward problem solving efforts are the same as before the course if by the word "attitude" is meant the handling of people, recognizing their importance, their motivation, their needs, and the advantages of team efforts. The course reconfirmed and updated in the writer's mind prescribed attitudes for management that had been presented in other formal training courses.

4. Have you noted a change in the attitude of others toward problem solving efforts?

Yes. The yes answer is given with reservations, however, as on the surface it appears the attitudes of most participants have not changed. In many cases the participants have had previous formal management training and years of management experience and had no need to change their attitudes as they in daily practice applied the principles taught in Grid Management. However, the course probably gave them a better insight to themselves and their approach to management. A change in attitudes is, however, noticeable in the third echelon of supervisors; i.e., the young supervisors who have not had previous formal management training nor acquired through experience the ability to bring people together to solve problems.

5. After participating in Managerial Grid exercises, do you understand problem solving techniques better?

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Yes. The writer does feel that the Grid Course provided him a better understanding of problem solving techniques. Previous management courses had expounded the same techniques; however, the Grid Course provided a specific language for the techniques.

6. Do you believe others that participated in the Managerial Grid exercises understand problem solving techniques better?

Yes. The yes answer must be stated with reservations as each person's background and prior training in the field of management would be a major factor in arriving at a conclusion whether he really understands problem solving better than he did before. Assuming a well-trained and experienced manager, it is doubtful in the writer's opinion that he acquired additional understanding of problem solving, although the course may be credited with updating and refreshing his thinking and providing a common communications system. For those who have not had extensive experience in management or formal training, it can be assumed that they better understand the role of management in problem solving.

7. Have you noted any specific instances of improvement in Management techniques that appear to be the results of the Managerial Grid exercises?

Yes. On occasion, some individuals have stopped and reconsidered their approach to a problem because something was said that referred back to the Grid Course. However, in most cases where the writer has been in joint meetings with those participating in the course, there appears to be little or no change on the part of the participants.

8. Have you noted any measurable improvement in the quality or quantity of work production since the Managerial Grid exercises?

No. It is the writer's opinion that the Grid Course has not contributed to either the quantity or quality of work production in this Division. The course had a major impact on the individual in seeing himself, his role in the organization, and analyzing his techniques but not on production.

9. Does your own management team function differently since the Managerial Grid exercises?

No. The management team of this Division appears to operate the same today as it did before the Grid Course. The Division traditionally has operated with the personnel of the Division freely exchanging ideas and attempting to solve problems by joint efforts.

10. How do you classify the Managerial Grid Course?

Phase I: Good

Phase II: Fair

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The Phase I Managerial Grid Course appeared to be a good course and had an impact on the individual, either as a first formal training in management techniques or as a refresher in management techniques with a new approach. Most people were pleased with Phase I and felt they had acquired a better understanding of themselves and management techniques.

The Phase II of the Grid Course in which the writer participated in two sessions, appeared to devote too much time to a linkage operation back to Phase I which was really excessive for the qualified participants in the Phase II. Insufficient time was allowed in the Phase II for the team to function on its own problems. Really nothing new was learned in Phase II except the management technique of one-alone, one-to-one, and one-to-all which could be added to Phase I. Therefore, a structured Phase II requiring two days is of questionable value.

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### 6. Conclusions

a. Managerial Grid - Phase I - The writer believes that the Phase I Grid Course is a good management course; however, that the Grid Course Phase I should not be a substitute for all other management courses. Phase I has a major impact on the individual and helps him understand himself, his role in an organization, and that of his bosses, peers, and subordinates. It also emphasizes the effectiveness of team effort. A Phase I Grid Management Course is recommended as one of the management courses that could be available to Agency personnel.

b. Managerial Grid - Phase II - The writer's experience in Phase II as presented was not particularly gratifying or beneficial. More than 50 per cent of Phase II time appeared to be devoted to explaining what we had learned in Phase I. The Phase II portion of on-the-job problem solving was very limited.

In summary, Phase I appears to be a good management course and very helpful to the individual. Phase II as presently constituted leaves a great deal to be desired. Consideration might be given to combining Phases I and II so that an actual work team could participate in the combined phases.

### 7. Recommendations

a. If the Agency is to accept Phase I as a basic management course, then case studies should be prepared based on normal government type situations not manufacturing situations.

b. Consideration should be given to combining Phases I and II into a complete course for actual work teams.

c. If Phase II, however, is to be applied as a continuation of Phase I to give the employees an opportunity to test the new techniques under an actual work team situation, then there should be less repetition of Phase I and much less lecturing by the Office of Training to provide the actual work team the opportunity away from the office to develop its capabilities.

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